

**Focus on getting results  
and sustainable value creation**

# Outcomes-Based Governance



Certificate of  
Competence/  
Completion



Move to an action-oriented organisational model designed to promote positive change and long-term value.

## WHY?

- Acquire a detailed understanding of the nature and importance of outcomes-based governance
- Meet the demands of today's outcomes-based business environment
- Strengthen the economic, environmental, and social performance of your organisation



**Duration:** 8 consecutive weeks online  
learning with assessments

Learn to apply outcomes-based governance in the contemporary business environment, understanding its interconnection with integrated thinking and value creation and implementing it in response to emerging issues such as climate change.

This course is the second in a series of four courses: the first covered integrated thinking and value creation, the following two cover sustainability assurance, and the role of ethics and culture. This series of courses is designed to provide the skills and knowledge for the emerging role of the Chief Value Officer.

## Aimed at

- Finance professionals qualified as CA (SA) or equivalent
- Executive and non-executive directors
- Senior and line managers or consultants wishing to develop knowledge and skills about integrated thinking and value creation



# IMAGINE

Promoting positive organisational change and developing appropriate responses to economic, environmental, and social concerns enabling responsible business practices and sustainable value creation for your business.

## Learning outcomes

- Drive the move from compliance focused corporate governance to a more action-orientated model
- Understand the nature of outcomes-based governance and its relevance to your business
- Apply the principles of outcomes-based, action-oriented governance to your decision-making
- Appreciate how King IV informs company law
- Respond to topical issues like climate change, according to outcomes-based governance practices
- Enable the development of a sustainable business which preserves value in the short, medium, and long term

The course aims to provide both practical and theoretical appreciation of outcomes-based governance and its application within the context of enabling sustainable businesses.

# Outcomes-Based Governance Course Overview

## Format

Wits University Online Short Course (Certificate of Competence or Attendance)

## Breakdown

Eight consecutive weeks of blended online learning with a final assessment in week 8, and submission-based assessments and seminars as required

## Language

English

## Course Outcomes (Summarised)

- On completion of the this course, participants will have a detailed understanding of the importance of corporate governance for contemporary businesses.
- They will be able to support economic, environmental, and social performance at their organisations.

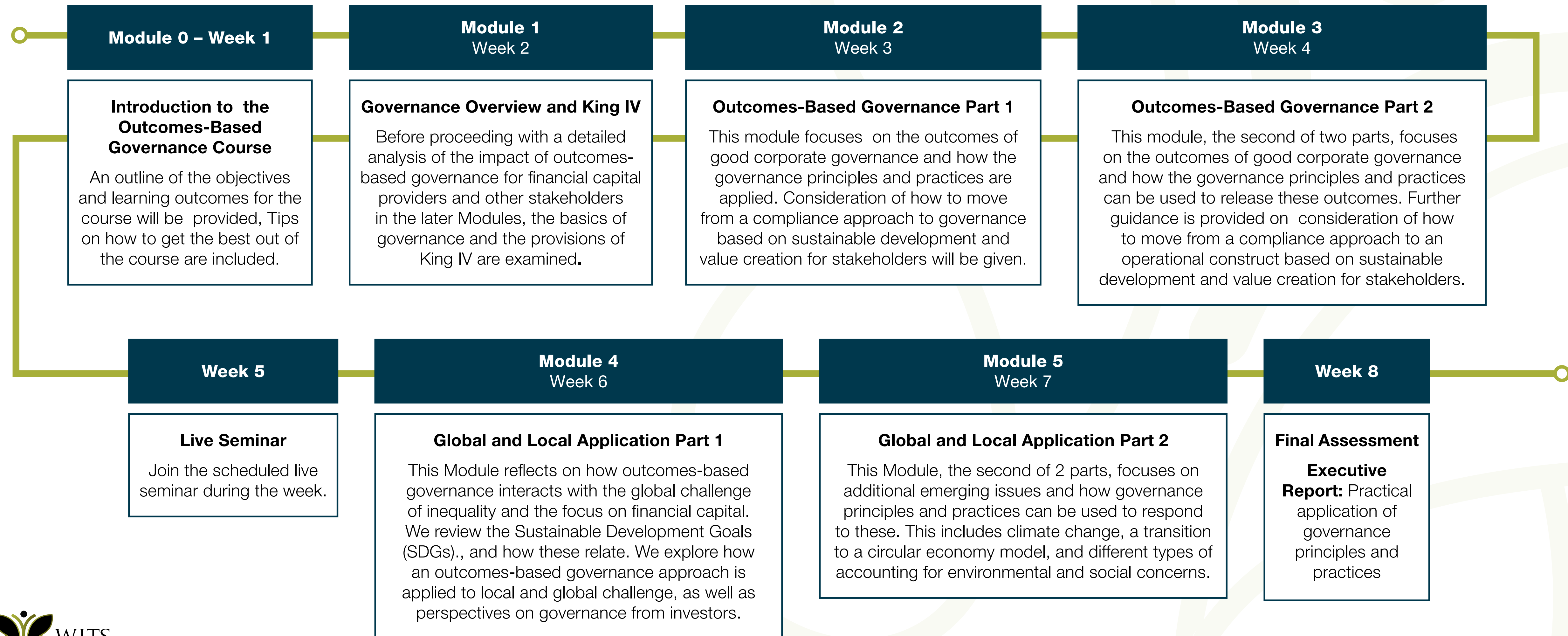
## Course Curriculum

|          |                                     |
|----------|-------------------------------------|
| Module 1 | Governance overview and King IV     |
| Module 2 | Outcomes-based governance Part 1    |
| Module 3 | Outcomes-based governance Part 2    |
| Module 4 | Global and local application Part 1 |
| Module 5 | Global and local application Part 2 |



# Outcomes-Based Governance Course Prospectus

## Course Outline



# Outcomes-Based Governance Course Prospectus

## Course and Module Overview

### Course Overview

Executive Report: Practical application of governance principles and practices

### Module 1: An overview of governance and the provisions of King-IV

Before proceeding with a detailed analysis of the impact of corporate governance on financial capital providers and other stakeholders, we examine the provisions of King IV. The session deals with:

- A brief history of corporate governance and differences among the King Codes
- The fundamental concepts and defining features of King IV
- The relationship between King IV and South Africa's regulatory environment
- Principles and recommended practices
- A brief review of integrated reporting, as it relates to the principles and practices in King IV and stakeholder-centric reporting

### Module 2 and 3: Outcomes-based governance and its relevance for value creation

In modules 2 and 3, we focus on the outcomes of good corporate governance and how governance principles and practices can be used to realise them. This will include a consideration of how to move beyond compliance-based governance, to operational governance based on sustainable development and value creation for stakeholders. The session will cover:

- The concept and characteristics of outcomes-based governance
- Governance pitfalls and successes (prominent examples of weak and pioneering governance practices)
- Interconnection between integrated thinking (value creation) and outcomes-based governance

A large body of academic research takes a deterministic perspective on how external factors, organisational characteristics, interpretive schematics, and internal proactivity contribute to improved financial performance. As part of this session, we will examine the factors which drive the development of corporate governance and the relevance of corporate governance for the broader value creation process

# Outcomes-Based Governance Course Prospectus

## Course and Module Overview

### **Module 4: Outcomes-based governance applied to global and local issues**

The broader role of outcomes-based governance in responding to emerging global and local issues will be explored in this session, with specific focus on:

- The COVID-19 pandemic
- CRISA (ESG investment)
- Sustainable Development Goals (SDGs)
- Technology considerations

### **Module 5: Outcomes-based governance applied to global and local issues**

We continue with the discussion in Module 4 examining the relevance of the following for outcomes-based governance:

- Climate change (TCFD)
- The emergence of and application of a circular economy logic for driving economic and environmental governance
- Experimental efforts to account for environmental and social externalities as part of the existing integrated reporting frameworks (e.g. ,extinction accounting)



# Content Experts and Lecturers

Some of the leading minds in integrated thinking and value creation will have provided written content and recorded lectures on the course, including those from the Wits School of Accountancy and topic experts from the profession and business.

## Wits School of Accountancy Lecturers

**Yvette Lange** – Adjunct Professor at University of Witwatersrand, School of Accountancy

**Warren Maroun** – Professor of Accounting and Auditing at the University of the Witwatersrand, School of Accountancy

**Dannielle Cerbone** – Senior lecturer at the University of the Witwatersrand, School of Accountancy

## Expert guest lecturers

**Professor Mervyn King**, SC, has served as chair of the Global Reporting Initiative, the International Integrated Reporting Council (now part of the IFRS Foundation), the Integrated Reporting Committee of South Africa, and the King Committee on Corporate Governance. He is a guest lecturer at several South African universities. He has co-written a book on the Chief Value Office with Jill Atkins.

**Jill Atkins** – Professor of Accounting, Cardiff Business School

**Jyoti Banerjee** – Partner, Fronesys. Co-founder, North Star Transition

**Linda de Beer** – Independent director, corporate governance, and reporting advisor

**Wendy Dobson** – Head: Group Corporate Citizenship at Standard Bank Group

**Mark Graham** – Associate Professor UCT

**Mark Hobson** – Partner Deloitte

**Scott Williams** – Associate Director, PwC South Africa

**Jayne Mammatt** – Partner Deloitte

**Leigh Roberts** – Chief Executive Officer at Integrated Reporting Committee of South Africa



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